# *LINKING PLANS TO RESOURCES (LPTR) PROCESS*

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**This brief is classified:**
**UNCLASSIFIED**

# Information Brief Overview

- Purpose
- Background
- Status
- Changing landscape
- What is the Intent of LPTR?
- Utility for Commanders
- LPTR process
- Sample Output

# *Purpose*

- **To inform JCA conference participants on LPTR process and products**

# Background

- **Initial purpose of LPTR was to identify issues most important to USPACOM war plans, develop prioritized list of needed capabilities, and advocate consistently at all resource process influence points**
- **The current LPTR methodology evolved as a joint development effort involving the Institute for Defense Analyses and USPACOM**
- **LPTR was developed to enable Commands to shape and respond to the capabilities-based processes that are in development in the Office of the Secretary of Defense (OSD) and the Joint Staff (JS)**

# Status

- **LPTR's concepts, framework and tools are being applied in varying degrees by elements of OSD and JS J8, as well as by USPACOM, USNORTHCOM, USEUCOM, and USCENTCOM**

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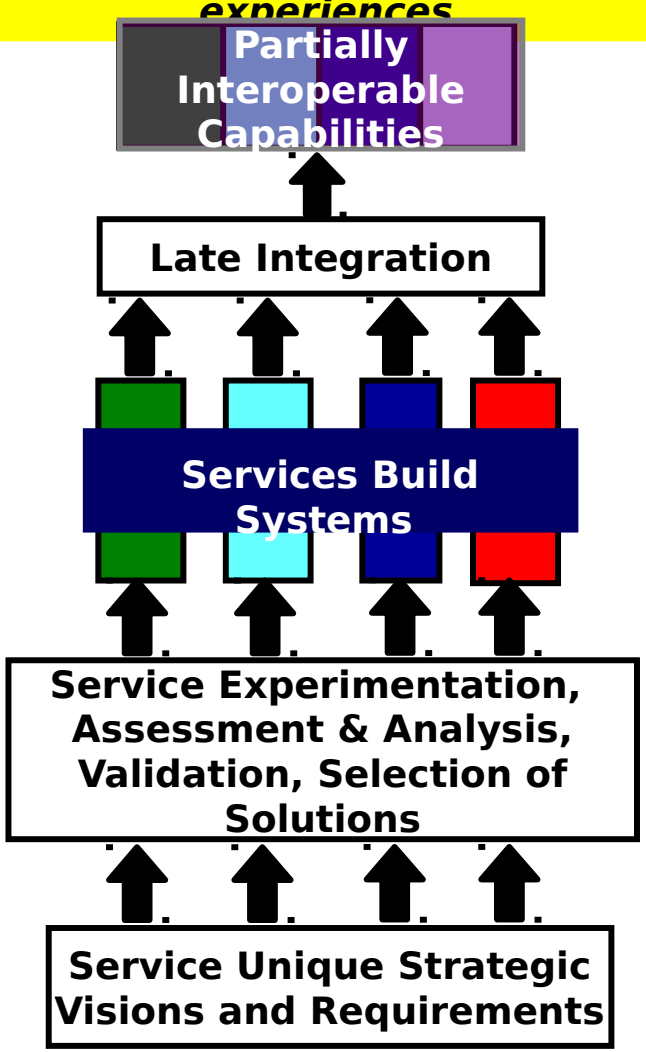
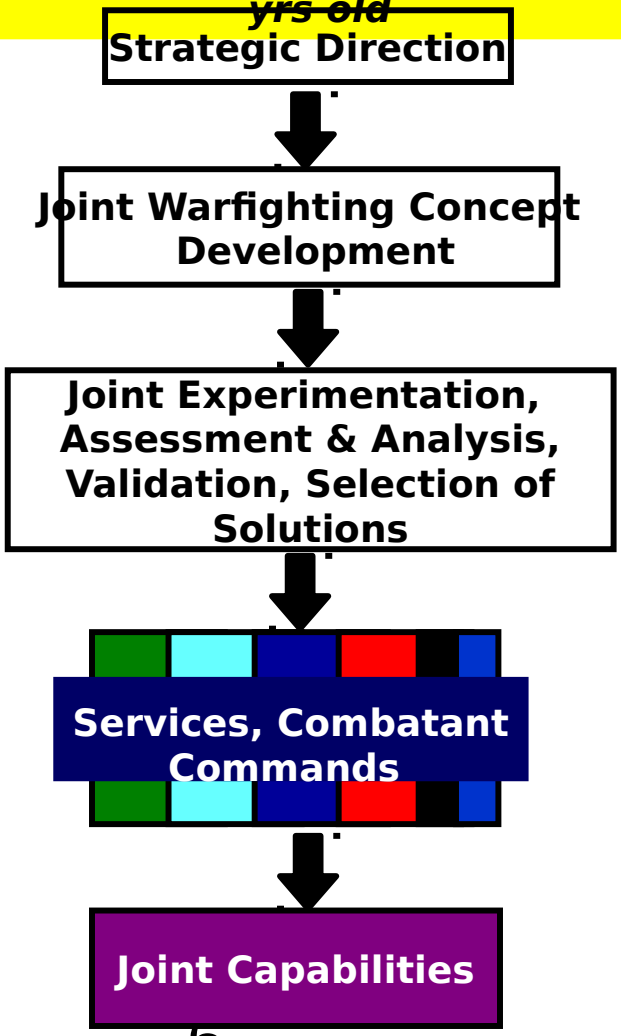
# Changing Landscape

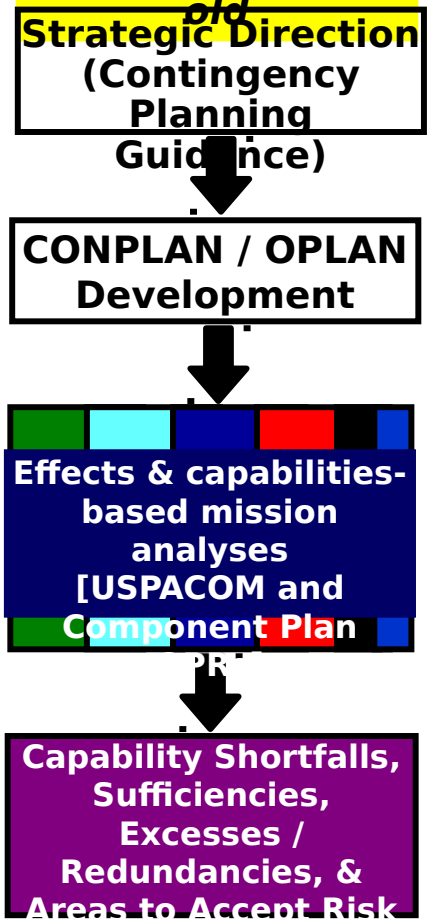
## Requirements Generation System (RGS)- ~30 years of experiences


Partially Interoperable Capabilities
Late Integration
Services Build Systems
Service Experimentation, Assessment & Analysis, Validation, Selection of Solutions
Service Unique Strategic Visions and Requirements

## Joint Capabilities Integration & Development System (JCIDS)- 2 yrs old


Strategic Direction
Joint Warfighting Concept Development
Joint Experimentation, Assessment & Analysis, Validation, Selection of Solutions
Services, Combatant Commands
Joint Capabilities

## Linking Plans to Resources - 2 yrs old


Strategic Direction (Contingency Planning Guidance)
CONPLAN / OPLAN Development
Effects & capabilities-based mission analyses [USPACOM and Component Plan
Capability Shortfalls, Sufficiencies, Excesses / Redundancies, & Areas to Accept Risk

# LPTR is Consistent with OSD / JS Guidance

- **Combatant commanders … shall continue to participate in activities to improve the capabilities lexicon and incorporate the Joint Capability Areas to the greatest extent possible**
- **Combatant commanders' requests for resources must be tied to strategic guidance documents**
- **Program-level fidelity is expected of Combatant commanders in some OSD / JS taskings, e.g., Change Proposals**
- **"Resource neutral" inputs from Combatant commanders are encouraged**

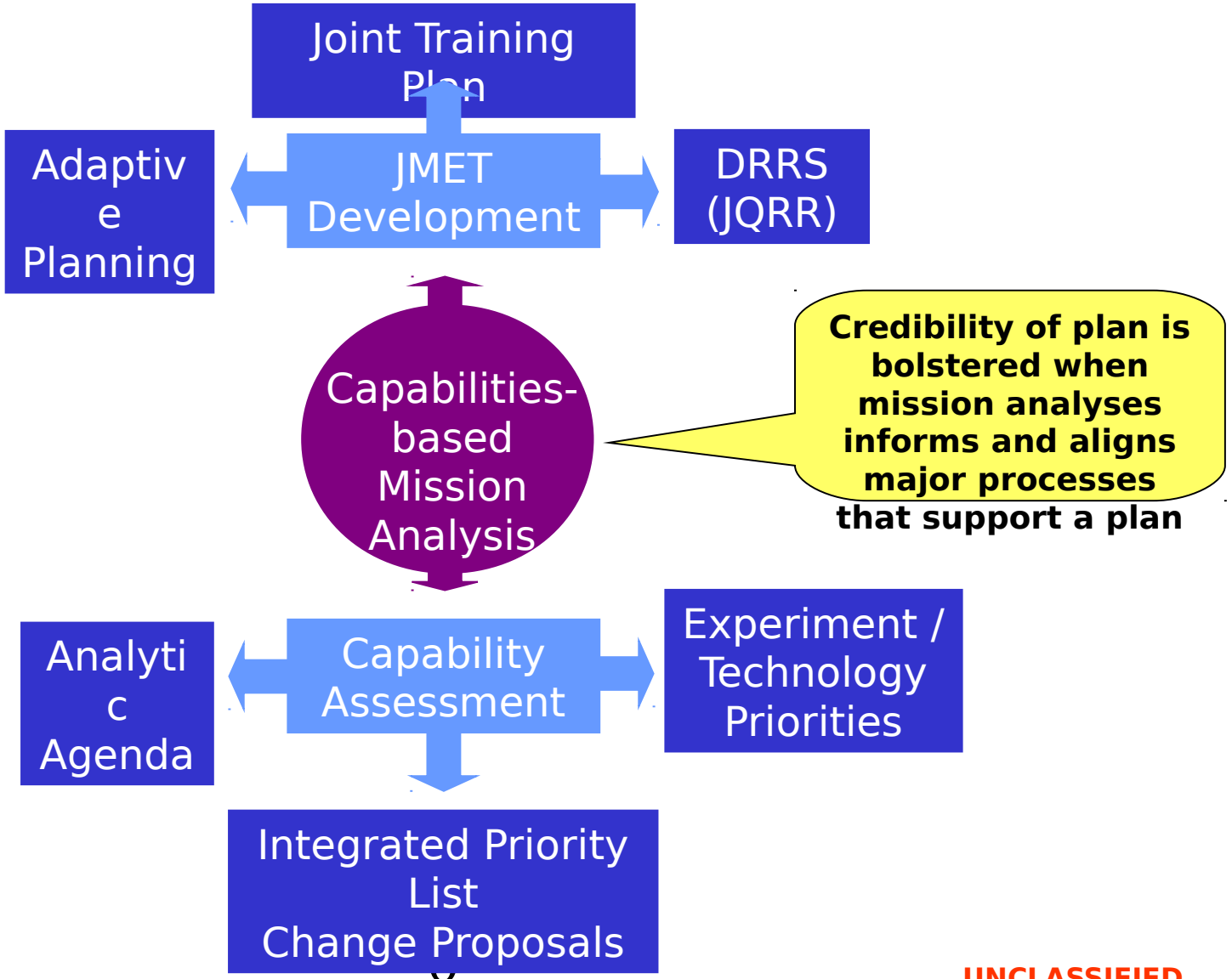
# The Intent of LPTR

- **Implement a disciplined process that supports the alignment of HQ activities**
- **Adopt a capabilities-based methodology that supports planning and risk / resource management**
- **Develop an adaptive suite of decision support tools**

# Utility to Commanders, Planners, & Resourcers (Part I)

- **Capabilities-based mission analyses facilitate HQ activities alignment**
  - **J8 (Integrated Priority List, Program Review - Issue Outlines, Change Proposals, Budget Review - Program Budget Decisions, Experimentation / technology priorities, Analytic agenda)**
  - **J3 (Joint Mission Essential Tasks, Defense Readiness Reporting System, Joint Quarterly Readiness Review)**
  - **J5 (Adaptive planning (AP))**
  - **J7 (Joint Training Plan (JTP), Exercise design)**

# Producing Credible Plans



# Utility to Commanders, Planners, & Resourcers (Part II)

- **LPTR can facilitate the identification of:**
  - **Critical Effects whose achievement is most / least at risk**
  - **Capability Areas on which a plan is most / least reliant**
  - **Plan Phases / Lines of Operation whose execution is most / least at risk**
  - **Effects, Capability Areas, and Phases / Lines of Operation that may serve as Areas in which to Accept Risk**
  - **Plan and AOR-wide impact of resourcing or proposing to accept risk in a particular Capability Area**
  - **A shortfall priority order that ensures maximum benefit if shortfalls are resourced**

# Three Stages of LPTR: Stage I - Mission Analyses

- Generate comprehensive, prioritized lists of Critical Effects and Capability Areas required to achieve those Effects for OPLAN / CONPLAN / Mission (by plan phase or line of operation)
- Identify Programs of Record (PORs) that are able to contribute to each Capability Area (to complement OSD / PA&E effort)

OPLAN A | CONPLAN B | GWOT | HLD | TSCP

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# Three Stages of LPTR: Stage I - Mission Analysis (1)

Microsoft Excel

File Edit View Insert Format Tools Data Window Help

Arial 14 B I U

A1 = JCA Tier 1

| | A | B | C | D | E | F | G | |
|---|---|---|---|---|---|---|---|---|
| 1 | JCA Tier 1 | JCA Tier 2 | Enemy unable to achieve strategic or tactical surprise | Enemy does not conduct coersion or aggression against ally | Ally does not provoke the Enemy | Key partners provide access, basing and support | Key regional allies support the U.S. Government's Strategy | Ph. 1: cease or agg against |
| 2 | Joint Battlespace Awareness | | | | | | | |
| 3 | | Collection & Monitoring (Enemy, Neutral, Friendly) | x | x | x | | | |
| 4 | | Exploitation and Analysis | x | x | x | | | |
| 5 | | Modeling, Simulation, and Forecasting | x | x | x | | | |
| 6 | | Knowledge Management | x | x | x | | | |
| 7 | Joint Information Operations | | | | | | | |
| 8 | | OPSEC | x | x | x | x | x | |
| 9 | | Computer Network Ops (CND, CNA | x | x | x | x | x | |
| 10 | | PSYOP | x | x | x | x | x | |
| 11 | | Military Deception | x | x | | | | |
| 12 | | Electronic Warfare | x | x | | | | |
| 13 | | Information Operations | x | x | x | x | x | |
| 14 | Joint Strategic Deterrence | | | | | | | |
| 15 | | Overseas Presence | x | x | | x | x | |
| 16 | | Force Projection | x | x | | x | x | |
| 17 | | Global Strike | x | x | | | x | |
| 18 | Joint Maritime/Littoral Control Operations | | | | | | | |
| 19 | | Surface Warfare | x | x | | | | |
| 20 | | Undersea Warfare | x | x | | | | |
| 21 | | Maritime Interdiction Operations | x | x | | | | |
| 22 | Joint Air Control Operations | | | | | | | |
| 23 | | OCA | | | | | | |
| 24 | | DCA | x | x | x | | | |

# Three Stages of LPTR: Stage II – Capability Assessment

- **Review list of Capability Areas selected in Stage I and identify those in which capabilities are short, sufficient, or redundant**
- **Where capabilities are short, identify why that is the case and how the shortfall was discovered, e.g., Modeling/simulation analyses, Lessons Learned, After Action Reviews, Exercises**
- **Prioritize shortfalls**
- **Identify capabilities in which *modest* investment would create efficiencies and, consequently, generate big savings by obviating the need for costly, now-redundant capability of which OSD could divest**
- **Identify Capability Areas – and capabilities, if possible - in which you are willing to accept risk**

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# Three Stages of LPTR: Stage II – Capability Assessment (U)

**Formatting a Tier 2 Capability Area in Green marks it as an area in which modest investment could generate big savings**

Leaving a cell with no color formatting equates with identifying it as a capability area in which your plan is sufficient.

Formatting a cell in Blue marks it as a capability Excess / Redundancy. Enter a description of the Excess / Redundancy in a Comment Box like this one.

Formatting a cell in Red marks it as a capability Shortfall. Enter a description of the Shortfall in a Comment Box like this one, e.g.:

- Move an SBCT 2,000 NM in 14 hours
- Detect and identify emerging maritime targets in 7 minutes
- Defend against land or sea based active cruise / ballistic missile < 50 miles to > 1100 miles

Also, enter ***why*** the shortfall exists, e.g., transflow issues, apportionment issues, political permission issues, etc., and ***how*** it was discerned, e.g., mod / sim analyses, LL, exercise assessment, intel update, etc.

Formatting a Tier 2 Capability cell in Yellow marks it as a Capability Area in Which you are Willing to Accept Risk.

| JCA Tier 1 | JCA Tier 2 | Effect 1 | Effect 2 | Effect 3 | Effect 4 | Effect n ... |
|---|---|---|---|---|---|---|
| Joint Battlespace Awareness | | | | | | |
| | Collection & Monitoring | x | | | | |
| | Exploitation and Analysis | x | | | | |
| | | x | | | | |
| | | x | | | | |
| Joint C | | | | | | |
| | | | | | | x |
| | | | | | | |
| | | x | | | | |
| | COA/Plan Development | x | | | | |
| | Orders Dissemination | | | | | |
| | | | | | | |
| | | x | | | | x |
| Joint Netw | | | | | | |
| | | | | | | |
| | | | | | | |
| | | x | | | | |
| Joint Inte | | | | | | |
| | | x | | | | x |
| | | x | | | | x |
| | Non-Governmental/Private Volunteer Organization Integration | | | | | |
| Joint Public Affairs Operations | | | | | | |
| | Public Affairs | x | | | | |
| | Domestic & Foreign Public Information | | x | | | |
| | Public Diplomacy | | x | x | | x |
| | Media Relations | x | | | | |
| | Internal Information | | | | | |
| | Combined/Joint Information Bureaus | x | | | | |
| | Rapid Response to Misinformation | x | | | | x |
| | Counter-Propaganda | x | | | | x |
| Joint Information Operations | | | | | | |
| | OPSEC | x | | | | x |
| | Computer Network Ops (CND, CNA | x | | | | x |
| | PSYOP | x | | | | x |
| | Military Deception | x | x | | | |
| | Electronic Warfare | x | x | | | |

Cell C25 commented by michael.fischerkelle

# Three Stages of LPTR: Stage III – Resourcing Strategy (U)

- (U) Identify potential shortfall mitigation strategies, e.g.,
  - Program acceleration / development
  - Concept development
  - Political permissions
  - Allied Investment
  - Training

- (U) Develop Command-wide resourcing strategy. Options include:
  - IPL issue
  - CP issue
  - JQRR issue
  - Initial Capabilities Document
  - Integrated Joint Special Technical Operations (IJSTO) Evaluation Request Message (EReqM)
  - Joint Urgent Operational Need issue (JUON)
  - ACTD funding
  - Experiment or Exercise funding
  - JMET modification
  - Congressional Testimony

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# Apportioning Risk and Resources Within a Plan: Option 1

Capability Shortfall

Capability Excess / Redundancy

Capability Sufficiency

X Modest Investment

***Making a modest investment here creates a capability redundancy here from which resources can be divested to fund a mitigation strategy that reduces risk here***

| Tier 2 Capab. / Effects | Phase 1: Access Friendly Bases | Phase 1: Determine enemy intentions | Phase 1: Collate and Disseminate intel Data and Products | Phase 1: Identify, track, a target aircraft ships, ground targets |
|---|---|---|---|---|
| Can't achieve surprise | X | | | |
| Artillery neutralized | | | | |
| Leadership disrupted | | | | |
| WMD threat minimized | | | | |
| Isolated from int'l support | | | | |
| XX unable to execute plans | | | | |
| Conflict deterred | | | | |

Phase 2

| | Phase 3: Identify, track and target submarines | Phase 3: Conduct Strategic and Intra-theater Mobility | Phase 3: Sustain operations | Phase 3: Defend Against Missile Attack | Phase 3: Detect, defend against, contain, clean-up CBRNE | Phase 3: Destroy / neutralize mobile maritime surface targets |
|---|---|---|---|---|---|---|
| Leadership isolated | | | | | | |
| Reserves defeated | | | | | | |
| Decisive ground ops | | | | | | |
| SLOCs protected | | | | | | |
| XX forces isolated | | | | | | |
| WMD under allied control | | | | | | |

Phase 4

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# Apportioning Risk and Resources Within a Plan: Option 2

Capability Shortfall

Capability Excess / Redundancy

Capability Sufficiency

***Reduce risk here, by accepting risk in this "excess" capability area or in this "sufficient" capability area***

| Tier 2 Capab. / Effects | Phase 1: Access Friendly Bases | Phase 1: Determine enemy intentions | Phase 1: Collate and Disseminate intel Data and Products | Phase 1: Identify, track, an target aircraft, ships, ar ground targets | Phase 2 |
|---|---|---|---|---|---|
| Can't achieve surprise | | | | | |
| Artillery neutralized | | | | | |
| Leadership disrupted | | | | | |
| WMD threat minimized | | | | | |
| Isolated from int'l support | | | | | |
| XX unable to execute plans | | | | | |
| Conflict deterred | | | | | |

| | Phase 3: Identify, track and target submarines | Phase 3: Conduct Strategic and Intra-theater Mobility | Phase 3: Sustain operations | Phase 3: Defend Against Missile Attack | Phase 3: Detect, defend against, contain, clean-up CBRNE | Phase 3: Destroy / neutralize mobile maritime surface targets | Phase 4 |
|---|---|---|---|---|---|---|---|
| Leadership isolated | | | | | | | |
| Reserves defeated | | | | | | | |
| Decisive ground ops | | | | | | | |
| SLOCs protected | | | | | | | |
| XX forces isolated | | | | | | | |
| WMD under allied control | | | | | | | |

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# Apportioning Risk and Resources across Plans

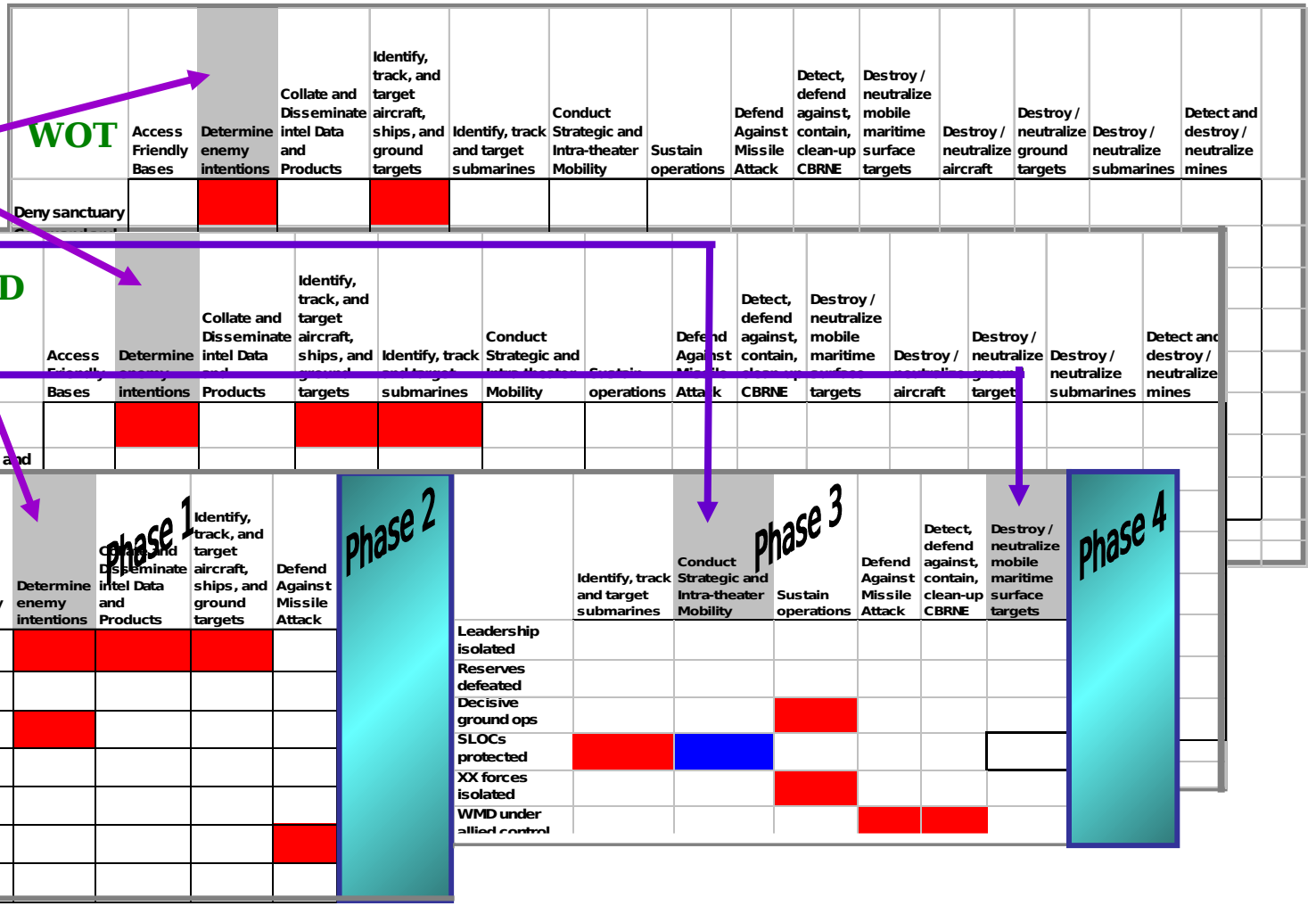
Capability Shortfall

Capability Excess / Redundancy

Capability Sufficiency

***Reduce risk by accepting risk in <u>this</u> "excess" capability area***

***"sufficient" capability area***



# Backup Slides